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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Acting Management Officer *JHP*

DATE: 17 March 1954

FROM : Asst. Management Officer, DL/A Area

SUBJECT: Report on Work Measurement Study in the Finance Division for the Month Ending 17 March 1954.

1. This report is submitted to inform you of the past month's activities in the Finance Division. It is a supplement to our report on the above subject dated February 17, 1954.

2. Due to the very erratic results obtained in the Travel Section of the Payroll and Travel Branch, we have instituted a more detailed system for measuring the section's production. The original method takes very little time to operate and is therefore still in operation as a backstop in the event this second plan also produces poor results. The newer method uses three separate work units and introduces the factor of unmeasured time. The main work unit is the individual transaction on the different types of vouchers. The use of this unit will automatically weight the vouchers so that more equitable credit may be given for vouchers audited. The advances and clearances processed are being considered together for a second work unit, the document. The third work unit is the individual "Transfer of Funds or Accounts" processed. This new method is in its second week of operation and preliminary results should be available by 1 April.

3. The Payroll Section of the Payroll and Travel Branch is now in its third month of operation. The plan is operating smoothly and results at the end of the current month should present enough statistical information by which to develop a tentative standard.

4. A slight change has been made in recording information for the five audit sections of the Operations and Liaison Branch. The unmeasured time is now divided into three parts as follows: auditor's unmeasured time, certifying officer's time, and clerical time. The recording of measurable time has remained unchanged. No changes have been made in recording information from the Agent Payroll Section. The Branch is now in its second month of work measurement and while the results are somewhat erratic the operation of the plan is very smooth.

5. Work measurement in the Industrial Audit Branch has been instituted on a trial basis. In cooperation with the Branch Chief, the following work units were chosen: line items audited per day with manhours spent for that purpose, reports and correspondence manhours, and an unmeasured category to cover such miscellaneous

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duties as conference time, advisory time, etc. First results should be available by 24 March.

6. The Registry Unit has adopted several procedural changes which should aid their operation. They are now in the fourth week of a work measurement plan. To start, a very detailed breakdown of work units was made using ten separate units with the idea of combining comparable units in the near future. These units are: Incoming TS documents, Outgoing TS documents, Incoming Cables, Outgoing Cables, Incoming Dispatches, Outgoing Dispatches, Incoming Contracts, Outgoing Contracts, Incoming Routine Mail, and Outgoing Routine Mail. By next month several of these units will be combined and within several months information should be available with which to set standards.

7. Enclosed is a temporary form with blank headings which has been used during the past two months for collecting daily statistics. At the present time we are taking off the monthly information from these blank forms but we intend to develop an additional form for the reporting of monthly totals and averages. When the monthly report is developed, the enclosed blank form will be used within the reporting element for the purpose of collecting the information to be reported monthly.

It will probably be possible to replace the enclosed blank form with a form that has at least some printed column headings.

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Temporary Form

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